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INCREASED WORK PRODUCTIVITY AND QUALITY THROUGH SELF REWARDING. (U)

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This is the Final Report of a research project <i>dealing with</i> conducted between June 1, 1976 and August 31, 1979. The project dealt with the conceptual development and empirical testing of the concept of self rewarding in work motivation.		

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INCREASED WORK PRODUCTIVITY AND QUALITY THROUGH SELF REWARDING

Georgia Institute of Technology/Blood

Work on this project was conducted between June 1, 1976 and August 31, 1979. The project involved the conceptual development and the initial empirical investigations of the concept of self rewarding for work performance.

A methodological investigation was conducted as a preliminary step in the research program (Technical Report #1). Since the conceptual framework for Self-Rewarding required the study of moderator variables, a project was undertaken to investigate a shortcoming of traditional moderated regression analysis. A Monte Carlo process generated samples of data with known characteristics. The application of standard analyses demonstrated how interpretation errors are possible (and likely) with moderated regression analysis. This report emphasized the importance of theory as a guide to analysis, and it suggested an alternative approach.

The conceptual basis for the program of study was presented in two publications (Blood, 1978, 1981). This theoretical framework combines and coordinates the literature from several other programs of study. Self Rewarding incorporates the concepts of job design, goal setting, knowledge of results, and cognitive behavior modification. These various concepts are coordinated in the process of the cognitive response of a person to his/her own work performance.

Empirical studies (Blood & Olin, 1979; Technical Reports #2 & 3) began the study of the phenomena that were suggested in the conceptual analyses. They studied various aspects of the model in a lab setting, in a student population, and among factory workers. Some modifications in the original model were suggested.

The major research implication from these initial empirical attempts is that standard questionnaire survey methods are relatively weak instruments for studying such an idiosyncratic cognitive process as Self Rewarding. More intensive

methods are currently being tried.

The major applied implication from the studies is support for the importance of Self Rewarding. Within the limitations of the methods the concept was recognized as an influence on job performance. Organizations can use the model to encourage, rather than inhibit, Self Rewarding.

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INDEX OF TECHNICAL REPORTS

Blood, M. R. and Mullet, G. M. Where have all the moderators gone? The perils of Type II error. Technical Report no. 1.

Blood, M. R. Self rewarding and task performance: Internal and external criteria. Technical Report no. 2.

Thoene, T. J. F. and Blood, M. R. Self rewarding as an influence on industrial performance. Technical Report no. 3.

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- Blood, M. R. Organizational control of performance through self rewarding. In King, B. T., Streufert, S., and Fiedler, F. E. Managerial control and organizational democracy. Washington, D. C.: V. H. Winston & Sons, 1978.
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